

**Buncombe County FY2019 Strategic Partnership Grants
Application Summary Sheet**

Project	Sustained Outcomes for Opioid Addicted Mother-Baby Families
Organization	Eliada Homes, Inc

Amount Requested	\$20,000	Strategic Priority or Sustainability Goal	Opioid Addiction
New or Renewal Request	New	Area Served	Districts 1, 2 and 3

Organization Description	<ul style="list-style-type: none"> Eliada's mission is Helping Children Succeed. Eliada provides a cradle to career continuum of services for over 600 youth annually. In partnership with families, we meet basic needs and provide positive child and youth development programming. Eliada also has high level intervention and prevention services for children and adolescents that focus on social and emotional well-being, life skills development, career readiness, and trauma informed treatment.
Key Steps	<ul style="list-style-type: none"> Eliada and MAHEC are in the planning stages of this project. There are three main categories of activities this stage of the project requires: 1) Fundraising, 2) Program Development, 3) Construction In order to move the project forward, a key step is hiring a Project Manager who can lead the planning and development activities. The Project Manager will consult with each organization about program needs, develop budgets and timelines, present information for timely decisions to Eliada and MAHEC, and create an overall plan for preconstruction, construction, and an occupancy plan post-construction. While the Project Manager is creating this development plan, Eliada and MAHEC will be simultaneously building a comprehensive service model and outcomes plan. Both organizations will also be working on a comprehensive fundraising and sustainability plan to fully fund the construction activities and program implementation.
People Served	<ul style="list-style-type: none"> Women who are addicted to opioids who are either pregnant or have just given birth and their babies are born addicted. Due to their addiction, these women are at high risk of losing custody of their children. MAHEC's work include: 50% are Buncombe County residents, 92% have Medicaid as their insurance payer, 85% have a trauma history, and 90% this is not their first pregnancy.
Outcomes	<ul style="list-style-type: none"> Since funding will support planning activities, measureable results include: A completed feasibility study; A completed construction plan; A completed program service model; Actionable next steps for each agency to take; Funding and sustainability plan for each agency

Budget			
Amount Funded FY2018	n/a	Increase Request	n/a
Administrative Budget	12% (from 2016 IRS Form 990)	Total Organization Budget	\$10,928,610 (projected FY2019)
Other Funding Sources: Buncombe County Grants & Foundation Grants, Contributions, including Eliada Foundation, Program Service Fees, Federal Grants, State Government Grants, Special Events, Investments,			

Strengths
Project serves underserved, underrepresented, minority, and/or high-need population
Well-linked, creative, and/or non-traditional partnerships
Innovative and/or creative program design

Sustained Outcomes for Opioid Addicted Mother-Baby Families

FY2019 Strategic Partnership Grants

Eliada Homes, Inc

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Application Form

Question Group

Project Name*

Name of Project.

Sustained Outcomes for Opioid Addicted Mother-Baby Families

Amount Requested*

\$20,000.00

PROJECT NARRATIVE

Area Served*

Which areas of the County will be served by this project? Which Commissioner District(s) will be served?

A Buncombe County Commissioner district map is available at [THIS LINK](#).

This project will serve all of Buncombe County including Commissioner Districts 1, 2 and 3.

Organization Description*

Tell us about your organization. What is your mission? Highlight two or three key facts and accomplishments that best define your organization.

Eliada's mission is Helping Children Succeed. We provide a cradle to career continuum of services for over 600 youth annually. In partnership with families, we meet basic needs and provide positive child and youth development programming. We also have high level intervention and prevention services for children and adolescents that focus on social and emotional well-being, life skills development, career readiness, and trauma informed treatment. Eliada is uniquely defined by:

1.Service to children for 115 years: Eliada has shown our adaptive capacity to meet the shifting needs over time.

2.Depth of experience and expertise of staff: There are staff at Eliada who have been at the agency since the 80s. Treatment staff provide clinical depth, and teaching staff provide expertise in special education and curriculum development.

3.Campus based programming: Eliada's property is a resources to all programs including access to outdoor recreation, therapeutic animals, and classroom space.

Strategic Priority*

Which of the following priorities best reflects the primary goal of your project?

Buncombe County Commissioners are dedicated to strengthening the quality of life for everyone by setting new fiscally, socially and environmentally responsible goals that will guide decisions and improve our community for future generations. The Board has committed to strategic priorities as a guide to shape partnerships and investments of resources to insure a healthy, safe, well-educated, thriving and sustainable community.

Details about the Strategic Priorities are available at [THIS LINK](#).

Opioid Addiction

Strategic Priority - Other Sustainability Goal

If you selected "Other Sustainability Goal" from the list of Strategic Priorities, please list it here.

Details about the Sustainability Goals are available at [THIS LINK](#).

Shared Vision*

What critical community problem or challenge are you hoping to improve through this project?

The Buncombe County Board of Commissioners list Opioid Addiction as one of the top Strategic Priorities for the County. There is strong data to back up this priority, and Eliada is looking at a strategic partnership with MAHEC in order to specifically meet the needs of the mothers and babies born addicted in our community. Dr. Melissa Hoffman, Trauma Surgeon at Mission Health a fellow in hospice and palliative medicine at MAHEC stated in a town hall on Jan 31st that "between 2004 and 2013, North Carolina saw a 604% increase in hospitalizations associated with drug withdrawals in newborn babies. In 2015, almost 400 babies born at Mission hospitals tested positive for substances." In this partnership, MAHEC provides medical expertise, while Eliada has the capacity to provide wrap around services such as child care, foster care, transitional living services, and job training. This project would leverage Eliada's land and build facilities for women with babies caught up in this epidemic.

Key Steps*

How will the project work? What are specific activities and milestones that your project entails?

Eliada and MAHEC are in the planning stages of this project. There are three main categories of activities this stage of the project requires: 1) Fundraising, 2) Program Development, 3) Construction

In order to move the project forward, a key step is hiring a Project Manager who can lead the planning and development activities. The Project Manager will consult with each organization about program needs, develop budgets and timelines, present information for timely decisions to Eliada and MAHEC, and create an overall plan for preconstruction, construction, and an occupancy plan post-construction.

While the Project Manager is creating this development plan, Eliada and MAHEC will be simultaneously building a comprehensive service model and outcomes plan. Both organizations will also be working on a comprehensive fundraising and sustainability plan to fully fund the construction activities and program implementation.

People Served*

Who are the members of our community this project will serve? How many people will be served? Include demographics, including age, area median income, race, neighborhood and/or school.

While the opioid epidemic affects people across the demographic spectrum, this project is specific to women who are addicted to opioids who are either pregnant or have just given birth and their babies are born addicted. Due to their addiction, these women are at high risk of losing custody of their children. They also face issues with finding affordable housing, employment, and access to child care. They need Case Management that can help them with these issues and help them navigate both the court system and foster care system. In MAHEC's current work with these women, they have learned that about 50% are Buncombe County residents, 92% have Medicaid as their insurance payer, 85% have a trauma history, and 90% this is not their first pregnancy. Anecdotally, they have learned that the majority of them began using opioid in their early teens with a family member.

Partners*

Which other organizations are you working with to reach your goals? What other local organizations provide similar services or serve similar beneficiaries, and how do you work together?

This project centers around a partnership with MAHEC. Eliada has been in conversations with MAHEC for a number of months concerning how best to leverage the capabilities of both organizations to address this slice of the opioid crisis. The current Project Cara Clinic at MAHEC works with pregnant women with addiction in getting the obstetrical services and substance use treatment they need. They have experience working with pregnant women with opioid use disorder. In conversation with Eliada, both organizations agree that in order for this model to have long-lasting impact, it needs to expand to include a residential care model which currently doesn't exist at MAHEC. Eliada has experience providing residential mental health care and transition living, along with experience in early childhood development, foster care and parent training, and workforce development. The partnership brings together the strengths of both organizations to create a model that serves the whole family.

Personnel*

Who is responsible for the project? Briefly describe project leaders and the role each will play in the project. How do these leaders reflect the population or community that you serve?

Currently, the partnership is being stewarded by two Senior Leaders, Frank Taylor, Chief Business Development Officer at Eliada, and Jeff Heck, MD, MAHEC President and CEO. Eliada is pleased to announce that our new CEO Cindy Davis-Bryant, who was formally with Family Preservation Services of NC has a depth of experience in community-based social services, and will assist in stewarding this project.

Other project leaders include the Project Manager which this grant would fund. We are looking for an individual with previous experience in the construction industry, preferably in the development of medical complexes and residential living facilities.

Through the planning process, we plan to reach out to the community to identify other project leaders, including leaders at Mission Hospital, and leaders in community based sober-houses and treatment centers.

We also believe key project leaders should be members of County leadership who can act as advocates for this project.

Success*

How will you measure results? What will success look like? How will you document the impact of your project? Include whether there is a model that serves as basis for project design.

Since funding will support planning activities, measureable results include:

- A completed feasibility study
- A completed construction plan
- A completed program service model
- Actionable next steps for each agency to take
- Funding and sustainability plan for each agency

By the end of the funding period a plan will be in place that has been vetted by every partner including County leadership. This plan covers the three main categories of: 1) Fundraising, 2) Program Development, 3) Construction

Funding*

What is your plan for finding the balance of the project budget? What is your funding timeline and what are your other sources of support?

Currently, there are no other funds dedicated to the project. This project is limited to the cost of hiring a part-time Project Manager to lead all planning and coordinating with MAHEC.

Out of this project, a funding plan will be developed for the construction of a medical center and residential living facility for mothers addicted to opioids and their families, along with budgets for the implementation of a mother-baby program.

Cost findings will be a key part of project planning. Each agency will examine what resources already exist at their respective organizations that can be used in this new program. For example, Eliada has already began to think through how our full-time nursing staff could also support this program, sharing personnel across programs, and saving costs across programs.

Sustainability*

How will this project be maintained? Please describe funding sources and how you plan to sustain the project in future years.

Initial capital is needed for all construction costs. These are one-time expenses that won't be built into the program budget. Through the Cara Project, MAHEC already has a sustainable model for their part of programming, which includes obstetrical care and substance treatment. Eliada is still looking into sustainable funding sources for the residential living aspect of the program. Eliada is looking to approach the Department of Health and Human Services (DHHS) to have them adopt this model of care into their Medicaid reimbursement structure.

Eliada already has a model of providing sustainable child care services and foster care services through subsidies and DHHS reimbursement.

A sustainability plan is one of the deliverables that will result from this planning project.

ATTACHMENTS**Project Budget***

Download the budget form at [THIS LINK](#).

Complete the budget form for this project and the overall organization.

Save it to your computer, then upload it.

Budget Form for Opioid Application_Eliada Home.xlsx

Financial Statements*

Upload a copy of the most recently completed financial statements.

All financial statements must be audited, reviewed or compiled by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

If your organization does not have financial statements, briefly state the reason.

2016-2017 Eliada Homes Audited Financial Statements.pdf

IRS Form 990*

Upload a copy of the 990 nonprofit tax reporting form that you most recently completed.

If your organization does not have a 990, briefly state the reason.

Eliada Homes 990 July 1 2015 - June 30 2016 990.pdf

Board of Directors List*

Upload a current list of your organization's Board of Directors.

If your organization does not have a board of directors, briefly state the reason.

Updated_Board of Trustees 2017-2018.docx

Authorized Signatory

By typing in below the name of the authorized signatory and date of submittal, you acknowledge that your governing body has authorized this application, that it is true and current to your knowledge. As a condition of any grant awarded, this organization will provide all information in the manner described in the contract to be executed between the organization and Buncombe County or its designee, including program and financial reporting.

Name & Date

Rebecca Williams, CEO, 2/9/18